

CORRECTIVE ACTION PLAN
For
Office of the Inspector General Report
July 2005

Date: 08/10/05

Finding # 1 : “The Office of the Inspector General found that wards at N.A. Chaderjian are not receiving the counseling and other treatment services they are required to receive under state law.”

The Office of the Inspector General recommends that the CYA and N.A Chaderjian administrators take the following actions:

Item	Recommendations/Description	Action Required By Whom	Proposed Action Plan	Date To Be Completed	Current Status	Comments/POP *
Rec. 1	<i>“The OIG recommends that the CYA and N.A. Chaderjian administrators provide adequate staffing to the facility’s general population living units by evaluating the needs of other facilities and act accordingly. If necessary, redirect resources from other facilities.”</i>	Division of Juvenile Facilities Director, Business Manager and NAC Program Administrator, Assistant Secretary, Office of Labor Relations	Conduct a site review to assess the utilization of all peace officer positions in every facility (8)/camp (2). This analysis will be used by the Director of Support Services to discuss needs and adjustments with the Department of Finance and Legislative Fiscal Staff. Coordinate with Labor Relations for proposed changes.	9/30/05		

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Rec. 2	<i>“The OIG recommends that the CYA and N.A. Chaderjian administrators fill staff vacancies by aggressively recruiting Senior Youth Correctional Counselors and Youth Correctional Counselors for the facility. In addition, hire more staff for the counselor relief pool.”</i>	CDCR Davison of Support Services, Human Resources	Complete the Departmental-Promotional examination for Senior Youth Correctional Counselor (SYCC).	09/30/05	Senior Youth Correctional Exam in progress: Final filing date: 06/16/05, 45 applicants. Eligible list to be established 9/30/05.	POP-Copy of the examination bulletin.
		NAC Superintendent and the NAC Personnel Officer	Utilize the resulting eligible list to fill all SYCC vacancies at NAC.	12/31/05		POP-Copy of eligible list. POP-Copy of meeting agenda. 10/20/04 NAC advertised in the Department’s Job Opportunity Bulletin seeking lateral transfers of YCCs from other facilities. NAC received no applications.
		Director of the Division of Juvenile Facilities and CDCR Division of Support Services, Office of Selection and Standards	Meet with HR Selections and Standards Division to address YCC vacancies at NAC.	08/15/05		NAC received 8 YCCs who graduated from the 05/23/05 academy.
			Develop a plan of action to fill current and projected YCC vacancies at NAC in coordination with the Basic Peace Officer Academy.	09/30/05		NAC received 3 YCCs as a result of two camp closures on 05/26/05. In October 2004, the Department initiated an aggressive recruitment campaign statewide for YCOs and YCCs. This effort resulted in an eligible list of 366 YCCs and 1100 YCOs. However, these eligibles have not yet cleared the mandated pre-employment screening process for peace officers and are not yet eligible to attend the Basic Peace Officer Academy. POP-Copy of action plan.

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Rec. 3	<i>“The OIG recommends that the CYA and N.A. Chaderjian management schedule more than one hour formal counseling per week per general population ward and ensure that counseling for wards in all living units includes at least some formal, individual counseling of at least one hour, as vacancies diminish and staffing levels increase.”</i> <ul style="list-style-type: none"><i>• Living Unit files did not document that wards had received required treatment.</i><i>• Staff confirm that formal scheduled counseling rarely occurs in any of the living units.</i><i>• Initial and progress case conferences are not held within the required time limits.</i>	NAC Superintendent	Prepare and issue a memorandum to all YCCs establishing casework (small and large group counseling sessions, case report preparation, chrono notes in ward’s hall file and case conference) and counseling expectations as outlined in Institutions and Camps Branch (I&C) Manual Section 4000 and BU 6 contract section 2403.	09/01/05	Completed.	POP-Copy of memorandum. Current agreements related to BU 6 contract specific to counselor workload would need to be renegotiated to enhance the current counseling expectations as recommended by the OIG.
		NAC Superintendent	Prepare and issue a memorandum to managers and supervisors establishing specific requirements for scheduling small group counseling sessions for each YCC and monitoring the completion of casework on a monthly basis pursuant to I&C Manual Section 4000 and BU 6 contract section 2403. Establish a monitoring/reporting system for the superintendent’s monthly evaluation of casework mandates that includes 5 hall file reviews by each treatment team supervisor, check points, monitoring and proof of practice.	09/01/05		POP-Copy of memorandum. POP-Copy of monthly report.
		NAC Superintendent	Submit a monthly report to the Director of the Division of Juvenile Facilities in a standardized format to evaluate monthly achievement of goals with recommended remediation efforts.	Monthly Report is due the 10 th of each month.		POP-Copy of monthly report.

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Rec. 4	<i>“The OIG recommends that the CYA and N.A. Chaderjian management assess the training needs of the facility’s counseling staff, particularly those of the Youth Correctional Counselors, and make available the funding and time necessary to upgrade their knowledge, skills, and ability through formal training. In addition, use in-house staff, such as psychologists, staff experienced in using the WIN 2000 system, and the best and most experienced treatment staff to provide structured on-the-job training on counseling techniques, living unit file documentation methods, and other relevant topics.”</i>	CDCR Division of Support Services, Office of Training and Professional Development, Assistant Secretary, Office of Labor Relations	Process the contract per Budget Bill Language 5225-001-0001, Provision x-(a) Issue 117, “\$500,000” to complete a training needs assessment that includes the scope of work for YCCs. Coordinate with Labor Relations prior to making changes.	08/15/05		POP-Copy of contract. This assessment will not be completed until 12/15/05 and the training will be in place by 06/06.
			Completion of the Training Needs Assessment.	12/15/05		POP-Copy of the completed assessment.
		Contractor	Obtain approval from Department of Finance (DOF) to encumber part of the appropriated funds to pay for the development and implementation of training that was identified in the training needs assessment. Per Budget Bill Language 5225-001-0001, Provision x-(b) “\$1,000,000 is to pay for (1) design and development of curricula, and (2) conduct staff training.” A portion of this funding will be used to pay for the training of YCCs.	02/01/06		
		CDCR Division of Support Service, Office of Training and Professional Development	Develop the specific identified lesson plans and On-the-Job Training (OJT) modules for counseling component, unit file documentation and other treatment related areas.	04/01/06		POP-Copy of training modules.
		CDCR Division of Support Service, Office of Training and Professional Development	Implement YCC training/OJT modules at NAC.	06/15/06		POP-Copy of NAC training roster.
		NAC Superintendent and Training Officer				

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Rec. 5	<i>“The OIG recommends that the CYA and N.A. Chaderjian management improve the monitoring of casework by ensuring that living unit files are organized and use progressive discipline to emphasize the importance of maintaining current, accurate information in these files.”</i>	NAC Superintendent NAC Superintendent	Action plan Finding #1, Recommendation #3 addresses the concerns outlined in this recommendation relative to casework. Require documentation of progressive discipline in a monthly report submitted from the Superintendent to the Director of the Division of Juvenile Facilities.	Due the 10 th of each month		POP-Copy of monthly report.
Rec. 6	<i>“The OIG recommends that the CYA and N.A. Chaderjian management regularly sample ward files for compliance with the treatment provisions of the CYA Institutions & Camps Branch Manual.”</i> <ul style="list-style-type: none"> • <i>Orientation on time cut policy.</i> • <i>Assignment to an education, training, or work program within four days.</i> • <i>Interview by a casework supervisor within five days.</i> • <i>Orientation within 10 days of arrival.</i> • <i>Assignment to a counseling caseload within three working days.</i> 	NAC Superintendent Director of the Division of Juvenile Facilities	Develop and issue a memorandum to all YCCs from the Office of the Superintendent relative to documentation of completion of casework requirements in each ward's hall file. Convene work group to establish what documentation will be placed in the ward's hall file related to education, training/work program, orientation and that the ward was assigned within prescribed time frames.	11/01/05 09/30/05	The ward orientation packet is currently being revised for statewide distribution.	POP- Copy of memorandum. Documentation of the Manager's review of institution living unit files is captured in the audit form completed and submitted monthly to the superintendent POP-Copy of memorandum.

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Rec. 7	<i>“The OIG recommends that the CYA and N.A. Chaderjian management hold administrators, supervisors, parole agents, and counselors accountable for counseling wards through timely performance appraisals and progressive discipline.”</i>	NCYCC Institution Personnel Officer and the NAC Personnel Services Supervisor	Establish a system, as an interim measure until Strategic Goal 1.4 is completed, to ensure monthly notification of performance appraisal due dates is sent to each supervisor/manager.	08/31/05		POP-Copy of established system.
		NCYCC Institution Personnel Officer and the OHC Personnel Services Supervisor	Audit the official personnel files to assess whether or not current performance appraisals exist in the employee's file.	10/01/05		POP-Copy of audit findings.
		CDCR Division of Support Services, Office of Employee Performance Standards	Pursuant to Strategic Goal 1.4 the CDCR will develop and implement a consistent employee performance appraisal process.	12/30/05 (Per CDCR Strategic Plan)		
		NAC Superintendent	The Superintendent will address the status of outstanding performance reports on the Monthly Report submitted to the Director of the Division of Juvenile Facilities for accountability and progressive discipline if necessary.	10/15/05		POP-Copy of action taken and monthly report.

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Rec. 8	<i>“The OIG recommends that the CYA hold the facility’s high school administrators responsible for ensuring that a teacher attends every case conference. Use performance appraisals and progressive discipline to enforce compliance.”</i>	NAC Parole Agent I	Distribute case conference schedules to the education administrators.	08/20/05		POP-Copy of e-mail from NAC Principal to Director of the Division of Juvenile Facilities confirming the receipt and distribution of the case conference schedule to appropriate education staff.
		NAC Principal and Vice Principal	Distribute the case conference schedules to the teachers.	08/20/05		
		NAC Principal and Vice Principal	Conduct random monitoring of teacher attendance at case conference and initiate recognition for staff who are in compliance and progressive discipline, if necessary, to enforce compliance.	09/20/05		POP-Copy of monthly report. Case Conference Guideline Work Group was established in April 2005. Guidelines were developed in June 15, 2005 and are currently being finalized.
		NAC Superintendent/Assistant Superintendent and Principal/Vice Principal	Conduct monthly meetings to resolve case conference scheduling issues to maximize teacher participation	Monthly		Case Conference Educational Team for CHAD was established in April 2005, which outlines the attendance mandates for the case conference. POP-Copy of agenda and meeting minutes.

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Rec. 9	<i>“The OIG recommends that the CYA in future labor negotiations on behalf of the entire CYA, consider reducing or eliminating the ’70-30’ split for filling Youth Correctional Counselor positions.”</i>	Director of the Division of Juvenile Facilities and Assistant Secretary of the Office of Labor Relations	This recommendation will be taken under consideration during the bargaining process.			
Rec. 10	<i>“The OIG recommends that the CYA provide funding for interactive journals and similar items critical to the department’s core functions of treatment and training.”</i>	Director of the Division of Juvenile Programs	Identify a funding source or reallocate current funding for the purchase of the journals.	07/20/05	Completed. BCP has been approved which includes funding for development of intensive treatment journals and annual purchasing of journals.	POP-Copy of the invoice. Processing of funds to purchase journals commenced July 2005.
Rec. 11	<i>“The OIG recommends that the CYA evaluate the additional workload placed on treatment staff due to the passage and implementation of Senate Bill 459, and provide budget support for the facilities as necessary.”</i>	Assistant Secretary of the Division of Support Services	Conduct a study to ascertain the impact of SB 459 concerning the workload placed on institution staff.	04/15/06		POP-Copy of the study’s findings.
		Director of the Division of Juvenile Programs	CDCR will work with control agencies to address findings of study.	05/01/06		POP-Copy of the study’s findings.

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Finding # 2 : *“The Office of Inspector General found that education services provided to wards at N.A. Chaderjian are deficient. “*

The Office of the Inspector General recommends that the CYA take the following actions:

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Rec. 1	<i>“The OIG recommends that the CYA expedite the appointment of a superintendent of education.”</i>	Division of Support Services, Office of Executive Recruitment	Administer a CEA III, Superintendent of Education examination utilizing the executive recruitment, selection and hiring process.	12/01/05		POP-Copy of examination bulletin.
		Chief Deputy Secretary, Juvenile Justice	Appointment of the Superintendent of Education.	02/01/06		POP-Copy of appointment document.
Rec. 2	<i>“The OIG recommends that the CYA during the next Bargaining Unit 3 negotiations, bargain for removal of the exempt status of teachers.”</i>	Director of the Division of Juvenile Facilities, Assistant Secretary, Office of Labor Relations	CDCR will take this recommendation under consideration during the bargaining process. Coordinate with Labor Relations prior to making changes.	12/30/05	BU 3 currently in negotiations.	

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Rec. 3	<i>“The OIG recommends that the CYA during the next Bargaining Unit 6 negotiations, bargain to eliminate the authority of counselors to keep wards from attending the high school classes.”</i>	Director of the Division of Juvenile Facilities, Assistant Secretary, Office of Labor Relations	CDCR will take this recommendation under consideration during the bargaining process. Coordinate with Labor Relations prior to changes.	8/31/05		
Rec. 4	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators should expedite the appointment of a permanent principal for N.A. Chaderjian High School.”</i>	Education Services Branch	Hire an N.A. Chaderjian High School Principal.		Completed. Principal was hired May 1, 2005.	POP-Copy of appointment document.

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Rec. 5	<p><i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators should use performance appraisals and progressive discipline to hold teachers and administrators accountable for their performance, including attending case conferences, meeting performance objectives, and accurately reporting special education services and attendance.”</i></p> <ul style="list-style-type: none"> <i>Wards are not receiving the appropriate amount of special education service time.</i> <i>Performance appraisals are not completed on time.</i> 	NCYCC Institution Personnel Officer and the NAC Personnel Services Supervisor	Establish a system, as an interim measure until Strategic Goal 1.4 is completed, to ensure monthly notification of performance appraisal due dates is sent to each supervisor/manager.	08/31/05		POP-Copy of the procedures.
		NCYCC Institution Personnel Officer and the OHC Personnel Services Supervisor	Audit the official personnel files to assess whether or not current performance appraisals exist in the employee’s file.	10/01/05		POP-Copy of audit results.
		NAC Principal	Pursuant to Strategic Goal 1.4 the CDCR will develop and implement a consistent employee performance appraisal process.	12/30/05 (Per CDCR Strategic Plan)		POP- Copy of the procedures.
		NAC Principal and Vice Principals	Observation of teacher performance in the classroom and school area will be conducted formally (quarterly) and informally (weekly). Performance appraisals will be completed once the formal observations are conducted.	Quarterly Weekly	Completed/On-going. In May and June of 2005, site administrators completed the observation of two-thirds of the teaching staff. Walk through observations forms recording observations have been designed, distributed, and their use implemented.	POP-Copy of performance appraisal compliance. The remainder of the backlog will be completed within 30 days of the resumption of normal class schedule (class closures due to the current administrative lock down of the living units).
			Issue letter of expectations to all faculty outlining job performance standards.	07/22/05	Completed. A draft letter has been prepared with the assistance of the Office of Labor Relations.	POP-Copy of draft letter.

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Rec. 6	<p><i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators should reduce class cancellations by working with the facility superintendent to improve scheduling and coordination between the facility staff and the high school administration. As part of this joint effort, eliminate the scheduling conflict between small group counseling and wards’ attendance in school.”</i></p> <ul style="list-style-type: none"> <i>Security factors contribute to class cancellations and teacher training and development.</i> <i>Ward absenteeism has increased.</i> 	NAC School Office Technician	Submit monthly reports to the Principal indicating the number of classes cancelled along with the reasons for cancellation.	Monthly	Completed/On-going. May 2005, memorandum was issued to superintendents and school principals outlining the responsibilities and improving ward/student attendance.	POP-Copy of monthly Principal report.
		NAC Principal	Submit the Student Ward Absentee Tracking (SWAT) analysis of absences monthly to the Superintendent of Education, facility Superintendent, and facility middle managers.	Monthly	Completed/On-going. Issue was discussed at May 2005 Superintendents Meeting and Superintendents were informed of responsibility to work collaboratively with Principals to improve student attendance.	POP-Copy of SWAT.
		NAC Principal, Vice Principals, facility Superintendent, facility Middle Managers	Meet monthly to discuss reasons for student absences.	Monthly beginning 08/30/05		POP-Copy of meeting minutes.

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		NAC Superintendent and Principal	Improve integrity of SWAT reports by accurately counting attendance and coding absences.	08/20/05		POP-Copy of appointment and training material.
			Convene a workgroup to address alternatives to the current school attendance issues due to gang subculture.	08/30/05		POP-Copy of meeting minutes.
		NAC Principal and Vice Principal	Minimize class closures by scheduling teacher training at times when classes are not in session.	09/01/05		POP-Copy of training schedule.
			Enroll wards in classes to meet High School Graduation requirements.	08/01/05	Completed. As of June 2005, appointed class assignment scheduler has been appointed and trained.	POP-Copy of random sampling of High School Graduation plans.
			Require the teacher to submit Student Consultation Team (SCT) referrals prior to removing students from assigned classes for lack of school attendance.	08/01/05	Completed.	POP-SCT log kept in the office of the Vice Principal in charge of this area.

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Rec. 7	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators for wards 18 years of age or older, consider developing alternatives to obtaining a high school diploma as a criterion for parole consideration. While obtaining a high school diploma should remain the primary goal for the majority of wards, alternatives such as adult basic education and vocational programs should be considered as appropriate options for educating wards and earning parole consideration.”</i>	Director of the Division of Juvenile Programs and Superintendent of Education	Establish and convene a workgroup to develop alternative options to obtaining a high school diploma. Additionally, the work group will assess the viability of the “no diploma, no parole” policy in light of CDCR’s changing population.	10/01/05		POP-Copy of memorandum that establishes the workgroup.
			Present findings and recommendations to the Chief Deputy Secretary, Juvenile Justice.	03/31/06		POP-Copy of findings and recommendations.
		CDCR Office of Policy, Analysis and Planning	Amend any current regulations, policies and procedures to reflect the changes in education standards.	08/15/06		POP-Copy of amended regulations, policies and procedures.
		Director of the Division of Juvenile Programs and Superintendent of Education	Develop an implementation and training plan for the approved recommendations.	10/01/06		POP-Copy of implementation plan and training schedule.
			Provide training to appropriate staff.	11/01/06		POP-Copy of the training roster.
		NAC Superintendent	Implement the recommendations and document compliance in the Principal’s Monthly Report to the Superintendent of Education.	12/01/06		POP- Copy of Principal’s Monthly Report to the Superintendent of Education.

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Rec. 8	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators should, if teachers’ attendance at case conferences does not improve, eliminate the half-day reserved for case conferences and require teachers to provide timely progress reports to the wards’ Youth correctional counselors.”</i>	NAC Parole Agent I	Distribute case conference schedules to the education administrators.	08/20/05		POP-Copy of e-mail from NAC Principal to Director of the Division of Juvenile Facilities confirming the receipt and distribution of the case conference schedule to appropriate education staff.
		NAC Principal and Vice Principal	Distribute the case conference schedules to the teachers.	08/20/05		
		NAC Principal and Vice Principal	Conduct random monitoring of teacher attendance at case conference and initiate recognition for staff who are in compliance and progressive discipline, if necessary, to enforce compliance.	09/20/05		POP-Copy of monthly report. Case Conference Guideline Work Group was established in April 2005. Guidelines were developed in June 15, 2005 and are currently being finalized.
		NAC Superintendent/Assistant Superintendent and Principal/Vice Principal	Conduct monthly meetings to resolve case conference scheduling issues to maximize teacher participation.	Monthly		Case Conference Educational Team for CHAD was established in April 2005, which outlines the attendance mandates for the case conference. POP-Copy of agenda and meeting minutes.
		NAC Principal and Vice Principal	Develop an alternative plan for preparing written progress reports in the event the improvement in attendance does not occur.	01/01/06		POP-Copy of alternative plan.

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Rec. 9	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators adjust the school schedule to provide for at least four class periods per day.”</i>	Division of Juvenile Programs, Superintendent of Education, Assistant Secretary, Office of Labor Relations	The Education Remedial Plan includes a school schedule and is currently under negotiation. Establish a workgroup to develop a plan for implementation if negotiated. Coordinate with Labor Relations prior to making changes.	08/20/05 09/01/05	As of July 1, Unit 2 is conducting 4 classes per day.	POP-Copy of school schedule. POP-Copy of implementation plan.
Rec. 10	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators study ways to lessen the negative effects of gang segregation within the high school in order to provide all wards with equal educational opportunities.”</i>	NAC Superintendent and Principal NAC Superintendent and Principal	Convene a workgroup to address alternatives to the current school attendance issues due to gang subculture. Establish a safe school committee to address concern regarding school safety and student discipline.	08/30/05 Monthly	 Completed. The first meeting was conducted July 22, 2005. The format that will be used is from Dept. of Education called the Safe School Plan. Meet monthly with the School Safety Committee starting August 2005.	POP-Copy of memorandum establishing workgroup and charge. POP-Copy of minutes of first meeting.

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Rec. 11	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators comply with all recommendations of the Western Association of Schools and Colleges in order to obtain full accreditation for N.A. Chaderjian High School.”</i>	Director of the Division of Juvenile Programs, Superintendent of Education and NAC Principal	Train all stakeholders concerning the WASC accreditation process.	08/31/05	This is on-going through the 2005-2006 school year.	POP- Copy of training roster. In June of 2005, application for consideration for WASC accreditation was submitted.
		Site Teachers	Adhere to WASC timelines to be considered for accreditation.	Weekly		Realigned education, treatment, and security staff as well as volunteers into Focus Groups to support the WASC process.
		Site Teachers	Prepare for and host the visit by WASC accreditation team for consideration of interim accreditation.	03/20/06		POP-Copy of timelines with a copy of the weekly meeting minutes.
		NAC Principal and Vice Principals and Site Teachers	Meet requirements necessary to achieve and maintain full accreditation.	10/01/06		POP-Certification of full accreditation.

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Rec. 12	<i>“The OIG recommends that the management of the Education Services Branch of the CYA and the institution’s education administrators use existing special education staff to provide special education services and ensure that only properly credentialed special education staff are providing the services.”</i>	NAC Principal	Hire Special Day Class teachers (Teacher, Emotionally Learning Handicapped).		Completed. NAC hired two Emotionally Learning Handicapped teachers; Judith Smith was appointed as a lateral transfer from OHC on 06/01/04 and Tamara Lipanovich was hired on 06/01/05.	POP-Copy of hiring documents.
		NAC Principal	Ensure copies of credentials are kept in the school office.		Completed. As of June 30, 2005, copies of teachers’ credentials are kept in their supervisory file.	POP-Copy of credentials.
		NAC Principal	Ensure fully credentialed special education staff are providing Special education services.		Completed.	POP-Copy of Special Education compensatory log sheet.

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Finding # 3: *“The Office of the Inspector General found that the structural defects, maintenance problems, and deficient management practices at N.A. Chaderjian jeopardize the safety of employees, wards, and visitors.”*

The Office of the Inspector General recommends that the institution management in conjunction with the plant operations staff of NCYCC take the following actions:

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Rec. 1	<p><i>"The OIG recommends that the institution management in conjunction with the plant operations staff of NCYCC, develop and implement a comprehensive plan to identify, prioritize, and correct all building deficiencies that create security and safety risks. The plan should specifically address the deficiencies identified in the report and should have cost estimates and a schedule with target dates for completion. The CYA headquarters should assist the facility with the plan."</i></p> <ul style="list-style-type: none"> • <i>The doors to the ward rooms are in poor repair and are not secure.</i> • <i>Doors to ward rooms can pop open.</i> • <i>Gaps between doors and doorjambes allow wards to assault staff.</i> • <i>Holes in the floor.</i> • <i>Wards are able to tamper with electrical fixtures.</i> • <i>Broken electrical and plumbing fixtures have rendered many rooms unusable.</i> • <i>Wards are able to flood dayrooms.</i> • <i>Control panels, monitoring devices, and lights are out or malfunctioning.</i> 	Director of the Division of Juvenile Facilities and Deputy Director, Division of Support Services/Office of Facilities Management	<p>Meet with the Office of Facilities Management (OFM) to develop a workplan for inspecting structural issues to include the door gaps, holes in the floor, and all electrical and plumbing issues.</p> <p>OFM to implement project plan based on their inspections, to include estimated costs and timeline for the project.</p>	08/31/05 TBD		POP-Copy of Service Level Agreement (SLA) between OFM and Director of Juvenile Facilities.

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Rec. 2	<p><i>“The OIG recommends that the institution management take steps to secure the recreation yard fences. In so doing, consider ‘climb-resistant’ fences and using wire of the appropriate gauge to lessen the possibility of wards ripping or breaking through the fence.”</i></p> <ul style="list-style-type: none"> <i>Fences between recreation yards are inadequate.</i> <i>Outdoor cage areas are in disrepair.</i> 	Director of the Division of Juvenile Facilities and Deputy Director, Division of Support Services/Office of Facilities Management	<p>Meet with OFM to develop a workplan for inspecting the structural issues to include the recreation fences and individual recreation areas.</p> <p>OFM to submit project plan based on their inspections, to include estimated costs and timeline for the project.</p>	<p>08/31/05</p> <p>TBD</p>	A Budget Change Proposal project request (BCP) was submitted in June 2005, to improve the Unit I recreation yards to provide more recreational access.	POP-Copy of SLA. In 2003, a project request was submitted to address the recreation yard fences. A Minor Capital Outlay project is anticipated to be funded as part of the 2005/2006 budget to address this problem.
Rec. 3	<p><i>“The OIG recommends that until a properly functioning electronic entry/exit system is installed, security staff at the main entrance should track visitors and staff on an electronic spreadsheet. The spreadsheet should be structured so that it can easily be sorted by estimated exit time to track the names of individuals whose anticipated exit time has passed.”</i></p>	Director of the Division of Juvenile Facilities, Assistant Secretary, Office of Labor Relations	<p>Draft a memorandum to request a meeting with the OIG to discuss the electronic spreadsheet system proposed by the OIG auditors.</p> <p>Design and install physical sign in/out sheets. Coordinate with Labor Relations prior to making changes.</p> <p>Train entrance gate/accountability staff regarding their responsibility to ensure staff sign in/out.</p>	<p>08/20/05</p> <p>09/30/05</p> <p>10/01/05</p>		<p>POP-Copy of memorandum to the OIG requesting a meeting.</p> <p>POP-Copy of the sign in/out sheet.</p> <p>POP-Copy of training roster.</p>

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Rec. 4	<p><i>“The OIG recommends that the institution management hold the security major accountable for improving the thoroughness and overall quality of the facility’s annual Section 1800 security audits. The facility should ensure that unresolved deficiencies are resolved promptly.”</i></p> <ul style="list-style-type: none"> <i>The main entrance of the facility lacks a stationary metal-detector.</i> <i>Youth correctional counselor stations provide minimal protection.</i> <i>Intercom system does not serve all areas.</i> <i>Perimeter security is deficient.</i> <i>Radio equipment is outdated and needs a replacement schedule.</i> <i>Comply with sections 1800 through 1848, sections 1915 through 1947, sections 5000 through 5030, and sections 5050 through 5075 of I&C Branch Manual.</i> <i>Security evaluations do not identify all problems and do little to achieve change.</i> <i>Areas of non-compliance were missed.</i> <i>Report errors reflect careless work and minimal effort.</i> <i>I&C Branch has not conducted an 1800 audit.</i> <i>Key controls are deficient.</i> <i>Personal alarm system and procedures are deficient.</i> 	Director of the Division of the Juvenile Facilities	Implement the newly developed matrix audit tool for I&C Manual Section 1800. All majors and captains will be held accountable for the timely, thorough and accurate completion of this matrix.	11/01/05	NAC conducted a self-audit in November 2004. The results were converted to a matrix report and on site audits were scheduled for July 2005; however, this date has been revised pending the completion of the reorganization of CDCR’s Office of Audits and Compliance.	POP-Copy of matrix. Matrix is completed on an annual basis and is due to the Director of the Division of Juvenile Facilities by November of each year.
		Director of the Division of the Juvenile Facilities	Establish a workgroup by 9/15/05, to review and revise our current policies to require all non-departmental employees to be screened through a stationary metal detector as part of the facility entrance procedures.	09/15/05		POP-Copy of the memorandum establishing the workgroup.
			YCC Stations are work stations to allow for interaction and optimal supervision of wards. All staff are required to daily check and to wear their security equipment. The security tower is staffed 24 hours a day for heightened security and response.			
		Major, Division of Juvenile Facilities	Participate in the scheduled meeting for the replacement of radio equipment at all NCYCC facilities. Participate in the statewide 800 Mhz radio system rebanding project covering all law enforcement agencies in California based on Assembly Bill 1559, Assembly Bill 2018, and Assembly Bill 211.		<p>Completed.</p> <p>A meeting is scheduled for 7/28/05 with Major Ballard and other CDCR staff. All radios will be replaced at the complex. Major Ballard will also be addressing Chad’s immediate need for radios by receiving some from a state prison facility.</p>	<p>POP-Copy of the meeting’s agenda.</p> <p>POP-Copy of meeting minutes.</p>

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		NAC Major	Submit a work order to repair the intercom system.	07/27/05	Completed.	POP-Copy of submitted work order.
		Director of the Division of Juvenile Facilities	Request an SLA from the OFM requesting a review of perimeter security fencing. This SLA will identify costs associated with each element, a proposed funding source, and an estimated completion date for each.	08/31/05		POP-Copy of SLA.
		Director of the Division of Juvenile Facilities	Create an SLA with the Policy Unit to revise the I&C Manual Section 1800 to the Office of Policy, Analysis and Planning to reflect the redirection of responsibility for audits to the Office of Audits and Compliance.	08/15/05		POP-Copy of SLA and revised I&C Manual Section 1800-1848. Note: Redirection of this responsibility was effective fiscal year 2001-02.
		Director of the Division of Juvenile Facilities	Convene a work group by 10/1/05, consisting of all Chiefs of Security to discuss and make recommendations relative to I&C Manual Section 1811 to standardized key control for entry and exit of the living units statewide.	10/01/05		POP-Copy of memorandum establishing work group and charge.
			Submit recommendations on I&C Manual Section 1811.	01/31/06		POP-Copy of Recommendations Report.
		NAC Major, Norment Security Systems and Department of General Services	Develop an SLA with OFM to evaluate and recommend changes to current personal alarm system.	08/31/05		POP-Copy of SLA.
			Create an SLA with the Policy Unit to develop procedures written by the Chiefs of Security for use of the new personal alarm system.	10/31/05		POP-Copy of SLA.

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Rec. 5	<p><i>“The OIG recommends that the institution management improve ward accountability and movement by requiring that movement of wards to and from living units be recorded in the unit logbooks. Recorded information should include the time of arrival and departure for each ward and his name and identification number. Staff from each sending area should be required to provide prior notification to staff at the receiving area that ward movement is about to occur, and the receiving area should be required to confirm receipt of the wards by notifying the sending area ward movement is completed. Staff should ensure that all wards carry a pass during movement.”</i></p> <ul style="list-style-type: none"> <i>Wards were allowed to leave the culinary arts program without a pass or a phone call to notify school security. Wards also left the administration building without a pass.</i> <i>Staff personnel allowed ward workers in the living unit to continually communicate with wards who were secured in their rooms.</i> <i>Staff personnel also allowed wards to go behind the youth correctional counselor station in the living units and go unescorted into an area of the Kern living unit that is not readily visible.</i> 	NAC Superintendent	Issue a memorandum regarding ward movement to all staff reissuing the NAC policy. Departures and arrivals of wards from/to the living unit is recorded on the ward count roster located at the YCC Station. Wards are issued a ward movement pass when leaving the living unit or other area in the institution.	08/01/2005	Completed.	POP-Copy of the memorandum and policy.
		NAC Superintendent	Issue memorandum to all staff and wards regarding the expectation that wards are not to communicate with other wards who are secured in their rooms without staff permission and supervision. Staff will be held accountable through the Progressive Discipline System and wards through the Disciplinary Decision Making System (DDMS). Update policy to reflect these changes.	09/01/05		POP-Copy of memorandums to staff and wards. Copy of policy update in NAC Operations Manual.
		NAC Superintendent, Middle Managers, and Chief of Plant Operations	Identify and mark out of bounds areas around the YCC Station and other areas on the living unit. Work order to be submitted to the NCYCC Plant Operations staff to mark the areas out of bounds.	12/01/05		POP-Copy of work order and a memorandum from the CPO confirming the completion.
		NAC Superintendent	Issue a memorandum addressing the out of bounds areas to wards and staff.	10/01/05		POP-Copy of memorandum. The YCC stations are not enclosed; however, staff provide direct supervision of the ward(s) cleaning that area.

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Rec. 6	<i>“The OIG recommends that the institution management develop procedures for handling erroneous ward counts, including recording each occurrence and identifying the responsible staff member to determine whether additional training, discipline, or procedural changes are needed.”</i>	NAC Major	Issue a memorandum requiring sergeants to document staff calling in erroneous counts. Documentation shall include staff name, date, time and work location recorded on the count form. The form will be routed to the employee's manager/supervisor for appropriate action (training, discipline, and /or procedural changes) with a copy to the Chief of Security.	08/30/05		POP-Copy of the memorandum and form.
Rec. 7	<i>“The OIG recommends that the institution management update the multi-hazard emergency plan and provide training and notification of changes to appropriate staff as necessary.”</i>	Major, Division of Juvenile Facilities	Reconvene the departmental workgroup by 9/1/05 to update the Multi-Hazard Emergency Plan (MHEP) to reflect the 07/01/05 organization change to California Department of Corrections and Rehabilitation (CDCR).	09/01/05		POP-Copy of memorandum reconvening the work group.
		CDCR Division of Support Services/Office of Training and Professional Development	Develop and schedule training for all staff once the MHEP is updated, approved and issued to the facilities.	11/01/06		POP-Copy of training schedule and employee training records.
Rec. 8	<i>“The OIG recommends that the institution management update and formalize hostage procedures and provide hostage training as necessary.”</i>	Director of the Division of Juvenile Facilities	Meet with the Assistant Secretary the Office of Correctional Safety to develop an SLA regarding procedures and training for hostage negotiations and management.	10/31/05		POP-Copy of the SLA with the Office of Correctional Safety. The Office of Correctional Safety will oversee hostage response and negotiations through the establishment of Regional Crisis Response Team, in conjunction with the Law Enforcement Investigation Unit (LEIU).

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Rec. 9	<i>“The OIG recommends that the institution management update and formalize hostage procedures and provide hostage training as necessary.”</i>		Please reference above response in recommendation #8.			
Rec. 10	<i>“The OIG recommends that the institution management set the bottom of the perimeter fence in concrete and, if necessary, replace fence poles with poles of a larger diameter.”</i>	Director of the Division of Juvenile Facilities	Develop an SLA with OPM to review the OIG’s recommendation. This SLA will include associated costs with each element.	08/31/05		POP-Copy of the memorandum requesting a review of perimeter fence. A COBCP is in the current five-year plan to correct the deficiencies to all the perimeter fences at the NCYCC complex.
Rec. 11	<i>“The OIG recommends that the institution management in conjunction with CYA headquarters, develop and implement a radio replacement schedule and dedicate funding for that function in order to supply facility personnel with adequate communication devices.”</i>	Major, Division of Juvenile Facilities	Participate in the statewide 800 Mhz radio system rebanding project covering all law enforcement agencies in California based on Assembly Bill 1559, Assembly Bill 2018, and Assembly Bill 211.	07/28/05	Completed. This is a CDCR statewide issue. A meeting is scheduled for 7/28/05 with Major Ballard and other CDCR staff. All radios will be replaced at the complex. Major Ballard will also be addressing NAC’s immediate need for radios by receiving some from a state prison facility.	POP-Copy of meeting minutes.

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Rec. 12	<i>“The OIG recommends that the institution management update the facility’s operations manual and post orders. Provide post orders for every watch on every post. Provide training on procedures requiring major changes. Use the read-and-initial system to ensure that staff personnel receive copies of important procedural changes and confirm receipt within a reasonable time.”</i>	NAC Sergeants and Senior Youth Correctional Counselors	Update all post orders for BU 6 rank and file staff at the time of the annual performance appraisal.	09/30/05		POP-Copies of updated post orders.
		NAC Lieutenants and Middle Managers	Update all post orders for supervisory peace officer staff at the time of the annual performance appraisal.	08/30/05		POP-Copies of updated post orders.
		NAC Superintendent	Re-issue memorandum to all staff regarding their responsibility pertaining to the Read and Initial Board process.	09/15/05		POP-Copy of memorandum.
		NAC Middle Managers and Supervisors	Monitor the Read and Initial Boards by 09/15/05 for compliance by staff weekly and use progressive discipline to address non-compliance. Each middle manager will incorporate this information in their monthly report to the Office of the Superintendent. 60 day updates to OIG.	11/01/05		POP-Copy of monthly reports from Middle Managers.

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Rec. 13	<i>“The OIG recommends that institution management update escape procedures and provide training annually.”</i>	Major, Division of Juvenile Facilities	Reconvene the departmental workgroup by 9/1/05 to update the Multi-Hazard Emergency Plan (MHEP) to reflect the 07/01/05 organization change to California Department of Corrections and Rehabilitation (CDCR).	09/01/05		POP- Copy of memorandum.
		CDCR-Division of Support Services/Office of Training and Professional Development	Develop and schedule training for all staff once the MHEP is updated, approved and issued to the facilities.	11/01/06		POP-Copy of training schedules and training records.
Rec. 14	<i>“The OIG recommends that institution management improve security related to the ward visiting area by providing uninterrupted visual coverage. Consider adding another staff person to the visiting tower so that one person can continually monitor the visiting area while the other can operate the doors for wards entering and leaving.”</i>	Major, Division of Juvenile Facilities	Establish a work group by 10/01/05, to explore the feasibility of adopting video camera surveillance similar to the systems used by CDCR Adult Facilities during visiting.	03/31/06		POP-Copy of work group findings
		Division of Juvenile Facilities Business Manager and Major, Assistant Secretary, Office of Labor Relations	CDCR will work with appropriate control agencies to address findings of the work group. Coordinate with Labor Relations prior to any changes.	05/01/06		POP-Copy of work group findings
Rec. 15	<i>“The OIG recommends that institution management augment electronic mail and the read-and-initial system by conducting quarterly meetings involving line staff and management to enhance communication and provide a forum to discuss issues affecting the work environment. Ensure that meeting times are rotated so that staff from different shifts can attend.”</i>		We disagree with this recommendation as the most effective way of addressing employee concerns.			Existing avenues of sharing concerns such as e-mailing, telephone contact, speaking with managers/administrators during their daily visits to the living units and supervisory log book contacts are effective ways to discuss work related issues.

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Rec. 16	<i>“The OIG recommends that institution management conduct more random searches of both employees and visitors and record searches by identifying the names of those searched, the time and date of the search, and the results of the search. Ensure that searches occur on a random and unpredictable schedule.”</i>	Major, Division of Juvenile Facilities NAC Superintendent, Assistant Secretary, Office of Labor Relations	Revise current policy to address the protocol for conducting random searches of employee's personal effects and visitors. Issue a memorandum to all employees regarding any changes in policy and post for visitors to read. Coordinate with Labor Relations prior to making changes.	10/01/05 11/01/05		POP-Copy of revised policy. POP-Copy of memorandum.
Rec. 17	<i>“The OIG recommends that institution management refer inquiries involving a management employee as a subject, complainant, or primary witness to a neighboring institution to improve the integrity of the inquiry and its findings.”</i>	Assistant Secretary of the Office of Internal Affairs	Issue a memorandum clearly delineating the assignment of inquiries on managerial employees. The Office of Internal Affairs' Central Intake Unit will assign the inquiry to an appropriate manager from another site to ensure the integrity of the inquiry and its findings.	10/01/05		POP-Copy of the memorandum issued by the Assistant Secretary, Office of Internal Affairs.
Rec. 18	<i>“The OIG recommends that institution management develop policies and procedures to implement a workplace violence prevention program. Train or orient staff on the program as necessary. Ensure that the policies and procedures comply with the required time limits.”</i>	NAC Superintendent Office of Risk Management/He alth and Safety NAC Superintendent	Identify staff to be trained as Workplace Violence Prevention Coordinators for each site. Provide training for the site coordinators. Provide Workplace Violence mandated training to all staff annually.	11/01/05 03/1/06 06/30/06 (Annually)		POP-Copy of memorandum requesting identified staff to be trained in Workplace Violence Prevention. POP-Copy of memorandum requesting training for site coordinators and copy of training roster. POP-Copy of training schedule and training roster.

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Rec. 19	<i>“The OIG recommends that the CYA before committing resources to implement the facility’s comprehensive plan cited above, contract for a thorough, independent study that tests the structural integrity of the buildings in the facility. If the contractor finds that structural deficiencies exist, the contractor should include in the study the estimated costs to fix them. The director should use the test results to recommend to the administration and the Legislature whether to make the repairs and keep the facility open or close it and find a suitable alternative for housing the wards.”</i>	Director of the Division of Juvenile Facilities	Prepare an SLA with OFM to evaluate physical plant of NAC. This review will identify costs associated with each element, a proposed funding source, and an estimated completion date for each.	08/31/05		POP-Copy of the SLA.
Rec. 20	<i>”The OIG recommends that the CYA require the Institutions & Camps Branch to perform the annual security audit of the N.A. Chaderjian YCF and other facilities as required by Section 1800 of the CYA Institutions & Camps Branch Manual.”</i>	Director of the Division of Juvenile Facilities	Request an SLA from the OFM requesting a review of perimeter security fencing. This SLA will identify costs associated with each element, a proposed funding source, and an estimated completion date for each. Create an SLA with the Policy Unit to revise the I&C Manual Section 1800 to the Office of Policy, Analysis and Planning to reflect the redirection of responsibility for audits to the Office of Audits and Compliance.	08/31/05		POP-Copy of the request.

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Rec. 21	<i>“The OIG recommends that the CYA evaluate staffing ratios and work requirements for each living unit to determine whether the current staffing ratios are appropriate given the types of resident wards, the physical design of the units, and the job requirements of staff. Based on the results, propose to the CCPOA realignment of the staffing ratios of the living units. “</i>	Director of the Division of Juvenile Facilities and Assistant Secretary of the Office of Labor Relations	Conduct a site review to assess the utilization of all peace officer positions in every facility (8)/camp (2). This analysis will be used by the Director of Support Services to discuss needs and adjustments with the Department of Finance and Legislative Fiscal Staff.	09/30/05	Staff ratios are dictated by the Bargaining Unit 6 MOU's and are subject to the Ralph Dills Act. Contract expires July 2, 2006.	POP-Copy of report. POP-Copy of publicly available information during BU 6 negotiations.
Rec. 22	<i>“The OIG recommends that the CYA explore and evaluate disciplinary measures and positive reinforcement options that can be used with wards as disincentives to poor behavior and incentives for good behavior. Give consideration to the fact that many wards cannot have time added to their commitments.”</i>	Preston YCF Superintendent NAC Training Officer NAC Superintendent and Middle Managers	Provide training to wards, managers and supervisors in the Ward Incentive Program (WIP). Provide training to all NAC staff. Develop a plan for WIP and implement WIP.	08/04/05 10/01/05 11/01/05		POP-Copy of training roster. POP-Copy of training roster. POP-Copy of implementation plan and ward incentive worksheets.
Rec. 23	<i>“The OIG recommends that the CYA provide department staff with the status of the revised use-of-force policy and advise staff on what policy to follow until the new policy is final.”</i>	NAC UOF Trainers	Complete Use of Force Training for NAC staff on policy.	07/15/05	Completed.	POP-Copy of UOF policy.

The Office of the Inspector General recommends that the chief medical officer take the following actions:

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Rec. 1	<i>“The OIG recommends that the chief medical officer should continue to work with the department’s Health Care Services Division to fill vacancies in psychiatrist positions at the facility.”</i>	Division of Juvenile Programs/Office of Health Care Services, Medical Director and the Division of Support Services/Office of Human Resources	Meet with Human Resources regarding need to fill psychiatrist positions and develop a plan to recruit, hire and fill vacancies. As an interim measure, a contract psychiatrist from a registry will be utilized to fill vacant psychiatrist positions.	10/31/05	Completed.	POP-Copy of the Health Care Services Transition Team minutes from June 8, 2005. POP-Copy of the contract with the registry.
Rec. 2	<i>“The OIG recommends that the chief medical officer should develop a psychotropic medication protocol and forward a copy to the chief of the department’s Health Care Services Division for review and approval.”</i> <ul style="list-style-type: none"> <i>Wards on psychotropic medication are not consistently tested.</i> <i>General population wards receive psychotropic medications without an evaluation.</i> <i>General population wards are not receiving timely follow-up psychiatric evaluations.</i> <i>Treatment plans are not prepared for wards receiving psychotropic medications.</i> 	Division of Juvenile Programs/Office of Health Care Services/Medical Director and Chief Psychiatrist NCYCC CMO	Develop a Psychotropic Medication Protocol as part of the quality management program. Conduct a psychotropic medication protocol audit.	 12/01/05	Completed. A system for monitoring psychotropic medication was implemented on February 27, 2003.	POP-Copy of the protocol. POP-Copy of the audit report for NAC.

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Rec. 3	<i>“The OIG recommends that the chief medical officer should more closely monitor the work of employees to ensure that they comply with CYA policies and procedures and best professional practices. When employees are not doing work correctly, the chief medical officer should provide on-the-job training and formal training as necessary. The chief medical officer should provide timely feedback to employees through progressive discipline.”</i>	NCYCC Chief Medical Officer	Prepare monthly report to Medical Director related to any training and/or disciplinary action taken for failure to comply with policies, procedures and/or best practices.	09/01/05		POP-Copy of monthly report.
Rec. 4	<i>The OIG recommends that the chief medical officer develop a checklist for the unified health record that itemizes all the requirements to be met by mental health staff before administering psychotropic medications. These requirements should include fulfilling requirements for mental health testing and psychiatric evaluations; written informed consent; developing treatment plans; and statements of duration of prescription time and desired clinical effect, and performing laboratory tests.”</i>	Division of Juvenile Programs/Office of Health Care Services/Medica l Director and Chief Psychiatrist	Develop a flow-sheet checklist for monitoring the distribution Psychotropic Medications as part of the quality management program.	10/01/05	CMO or designee conducts institutional UHR audits of wards receiving medications.	POP-Copy of flow sheet and checklists for issuing psychotropic medications.

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Rec. 5	<i>“The OIG recommends that the chief medical officer ensure that incoming parole violators receive Treatment Needs Assessments.”</i>	Site Parole Agent III, Site Chief Medical Officer and Site Superintendent	Revise Treatment Needs Assessment (TNA) policy.		Completed. TNA policy has been revised.	POP-Copy of the revised TNA. The TNA process will eventually be automated, with computer-generated results, and with time-stamped auditing built into the program. This process is currently being piloted at the DWNYCF.
		Director of the Division of the Juvenile Facilities	Monitor completion of TNA through monthly reports submitted by the Superintendents to the Director of the Division of Juvenile Facilities.	07/01/05	Completed.	POP-Copy of superintendent’s monthly report to the Director of the Division of Juvenile Facilities.

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Rec. 6	<p><i>“The OIG recommends that the superintendent assign a higher priority to the suicide prevention, assessment and response program by emphasizing to all staff the program’s importance. The superintendent also should stress to the members of the suicide prevention, assessment, and response committee the importance of its duties by:</i></p> <ul style="list-style-type: none"> <i>Monitoring attendance at the committee meetings and reviewing the committee’s quarterly reports</i> <i>Appointing a committee chairman and a risk management officer at the program administrator level or above and holding those individuals accountable for the positions’ duties, including ensuring that suicide risk lists are properly posted and reviewed by the living unit staff</i> <i>Ensuring that the committee conducts annual room inspections and reports on conclusions and recommendations as required by section 6263 of the CYA Institutions & Camps Branch Manual</i> <i>Ensuring that all staff members who have routine contact with wards receive the training required by section 6263 of the CYA Institutions & Camps Branch Manual</i> 	<p>NAC Superintendent</p> <p>NAC Superintendent</p> <p>NAC SPAR Chairperson and SPAR Committee</p> <p>NAC Psychologists and Parole Agent I’s from Intensive Treatment Program and Special Counseling Program</p>	<p>Issue a memorandum to all staff outlining their responsibilities in the Suicide Prevention Assessment and Response (SPAR) policy.</p> <p>Appoint a program administrator or a higher classification as the chairperson of the NAC SPAR Committee.</p> <p>Monitor mandatory attendance at quarterly SPAR committee meetings and conduct annual room inspections as required by I&C Manual Section 6263.</p> <p>Conduct annual SPAR Training for all NAC staff.</p>	<p>09/15/05</p> <p>08/01/05</p> <p>Quarterly</p> <p>Annual</p>	<p></p> <p>Completed.</p> <p></p> <p>Completed.</p>	<p>POP-Copy of the memorandum outlying staffs’ SPAR responsibilities.</p> <p>POP-Copy of Executive Officers Meeting Minutes announcing the appointment of the chairperson of the SPAR Committee.</p> <p>POP-Copy of SPAR quarterly minutes and annual room inspections.</p> <p>POP-SPAR Training Roster.</p>